A STUDY ON HOW EMOTIONAL DISSONANCE IMPACT WORK EXHAUSTION, JOB SATISFACTION AND TURNOVER INTENTION AMONG IT' PROFESSIONALS

M. Vennila

Ph.D. Research Scholar, BSMED, Bharathiar University,
Coimbatore – 641046, India

Dr. K. Vivekanandan

Professor, BSMED, Bharathiar University
Coimbatore – 641046, India

ABSTRACT

Emotional dissonance is the conflict between experienced emotions and emotions expressed to conform to display rules. This study is an empirical examination of the how Emotional dissonance impact IT professionals work exhaustion, job satisfaction and turnover intention. Data were collected from 246 IT professionals in various industries from Coimbatore district. Positive emotional dissonance and Negative emotional dissonance of IT professionals were conceptualized whereas how emotional dissonance impact IT professionals work exhaustion, job satisfaction and Turnover intention. The results shows that emotional dissonance impact IT professional work exhaustion. Perceived work load, role ambiguity, role conflict, autonomy and fairness of rewards influenced IT professionals Work exhaustion. IT professionals experienced reduced job satisfaction and increased work exhaustion, experienced with turnover intention.

Key words: Emotional dissonance, Job Satisfaction, Role conflict, Turnover Intention, Work Exhaustion

1. INTRODUCTION

Emotions play a vital role in our social life. They act as filters of perception, affecting our conscious decisions and, sometimes, even making decisions for us on their own. However, we often find ourselves in situations where our spontaneous emotions, or expression thereof, (would) bring about negative consequences. The range of tolerable emotions varies with culture, gender, and age. In a lot of areas of life, display of inadequate emotions leads to adaptation troubles. Emotion work is considered as quite significant because emotional

performance is an important aspect of the jobs for IT professionals. Emotion work can be defined as the process of regulating feelings and expressions as part of the work role (Grandey, 2000). More precisely, Morris and Feldman (1996) define emotion work as "the effort, planning and control needed to express organizationally desired emotion during the interpersonal transactions" (1996). These rules for which expression is appropriate in a certain working context are referred to as feeling rules or display rules. The expression of an appropriate emotional display can be achieved through, Deep acting and Surface acting and the expression of genuine emotion. Ashforth and Humphrey (1993) point out that in most cases, the expression of emotion is a spontaneous process that does not cost any effort. Surface acting involves changing the observational expression while the inner feelings remain unchanged (fake smiles). Consequently, deep acting refers to the effort of changing these inner feelings in order to comply with the display rules (i.e., actively trying to replicate from a customer's point of view), (Hochschild, 1989). In this case, not only the emotional expression but also the inner feelings are regulated. Emotion work has positive and negative concerns. Hochschild (1983) was the first who described the possible negative consequences of emotion work for employee well-being. She wrote that the "persistent, structural discrepancy between which emotions need to be displayed and what is really felt can produce alienation from one's own authentic emotions". Emotions have a signal function that can be compared to, for example, pain signals. If these signals are neglected due to the performance of emotion work, employees can suffer from energy depletion and burnout on a critical level. In this case, the difference between displayed and felt emotions as part of the work role has been named and identified as 'emotional dissonance'. Emotional dissonance is defined as the inconsistency and the conflict between the experienced emotions and the emotions expressed by an individual (Ashforth & Humphrey, 1993). Since 1981, organisational behaviour researchers have approached the topic of emotions in the workplace from several vantage points. There has been increasing attention paid to the employees' feelings and expressions with the increasing managerial emphasis on customer service, which involves employees' ability to express positive, upbeat emotions to customers, a process called "emotional labour" (Hochschild, 1983). Emotions are responses to specific events that have either positive or negative meaning to the individual. They are generally more vigorous, of shorter time duration, and more intense than moods or feelings, and emotional responses involve several psychological subsystems (Barsade, Brief, & Spataro, 2003). Some researchers see organisations as a sharing ground for emotions, as organisations involve complex relationships that are often competitive and compulsory – and employees often must interact with a range of people not of their choosing (Stearns & Stearns, 1986). Another strong aspect is that organisations typically involve pressure surrounding deadlines and productivity, and high personal stakes, and relate these factors to an individual's self-identity to change perceptions of organisational achievement.

1.1. Defining Emotional Dissonance

Emotional dissonance is defined as "the conflict between expressed and experienced emotions" (Abraham, 1998a). It arises when an employee's displayed emotions represent the obeying organizational rules, but do not represent his or her actual feelings (Rafaeli & Sutton, 1987). Emotional dissonance sparks when service providers experience a conflict between the emotions they feel about their job and the required emotions the organisation has determined to be acceptable for display (Rafaeli & Sutton, 1987). A number of experiential consequences may occur from emotional dissonance. Three key researchers in particular, have shown emotional dissonance to be an antecedent to employee burnout or exhaustion (Abraham, 2000; Morris & Feldman, 1996). Ashforth and Humphrey (1993) define emotional dissonance as "the clash of actual emotions and those that organisations expect one to 'put on' while on the job". According to Morris and Feldman (1996), organisations are continually willing to direct and control how employees present themselves to others, alongside Hochschild (1983), who refers to the way organisations have a demanding and heavy expectation on the way people present and perform emotionally. As a consequence, a key factor of these actions carried out by many workers has become the result of emotions that are formed and desired by their organisation. Ashforth and Humphrey (1993) point out that emotional dissonance peaks when in industries that include face to face interaction with others in the context of customer-contact transactions,

such as retail or service-related work. More specifically, emotion work refers to the psychological efforts necessary to express organizationally desired emotions during interactions with the public (Morris & Feldman, 1997; Zapf, 2002).

1.2. Effects of Emotional Dissonance

Emotional dissonance is the feeling of unease that occurs when someone evaluates an emotional experience as a threat to his or her identity (Ashforth & Humphrey, 1993; Morris & Feldman, 1996). Another key theorist in the field of consequences that emotional dissonance may cause is (Frijda, 1986). (Frijda, 1986) anticipated a model in which the emotion dissonance process is unfolded in a step by step fashion. His theory starts with asking why an emotion occurs, and from here an evaluation of the first felt emotion can begin. In other words, the emotional dissonance experience is the source of this uncomfortable feeling. As soon as the dissonance is manifested, the individual has to cope with two parallel feelings: first, the prolonged experience of the specific emotion that is the focus of evaluation; second, the feeling of unease. This clearly indicates that emotional dissonance is present, and somewhat felt in a physical sense. Someone who experiences emotional dissonance feels ill at ease, and uncomfortable, but not necessarily aware of where that feeling comes from (Oatley, 1992). The latter feeling tells the individual that there is a mismatch between his identity concerns and the emotional experience. In other words, the feeling of dissonance signals that this particular emotion draws awareness that something has to be done to combat this uncomfortable feeling. It motivates dissonance reduction, which reduces this feeling as well as regulating it (Jansz & Timmers, 2002). Dissonance tolerance refers to the ability to withstand the discrepancy or discomfort of expressing desirable emotions when they differ from the emotions actually experienced. In other words, dissonance tolerance is the degree to which a service worker does not feel troubled or bothered by the need to pretend emotions that are not genuinely felt. (Jansz & Timmers, 2002). Emotional dissonance is directly linked to emotional exhaustion and is commonly experienced by service workers (Abraham, 1999; Hartel et al. 2002; Morris & Feldman, 1997). Hartel et al. (2002) tested this specific hypothesis that emotional dissonance mediates the relationship between emotional labour and emotional exhaustion. Clearly, this perspective considered emotional dissonance to be an outcome of performing emotional labour and is distinct from the previously discussed perspectives. Although Hartel et al. (2001) presented evidence in support of their hypothesis, the emotional labour scale then adopted for the purpose of the study did not clearly discriminate between surface and deep acting. Hartel et all's (2001) study examines surface acting as the component of emotional labour associated with emotional exhaustion and further examines the mediating role of experienced dissonance. Surface acting provides a situation where employee behaviour contradicts emotions felt, and is consistent with the general perception of the conditions that stimulate emotional dissonance. In this study, it proposed that dissonance is distinct from surface acting and is a consequence of surface acting, but only under specific conditions. In this case, the emotional dissonance is viewed as a conflict between the required and felt emotions. This links the requirement imposed by the IT organisations for specific emotional display and the employee's actual emotional state specifically when it is not compliant with the organisation's requirements. The conflict between the emotion felt and the expected emotions displayed is considered to be the demand condition for emotional expression and management. The type of acting that the employee elects to undertake can be viewed as the performance component of emotional labour. The dissonance arising, or not arising, from performing emotional labour can then be viewed as the consequent experience. As mentioned earlier, behind this dissonance arising and nor arising, is a certain range which helps detect the scale of emotional dissonance in this particular situation. As suggested above, the experience of performing emotional labour could be either positive or negative, it is important to discuss those conditions which determine the affective nature of the associated outcome, that is, those conditions under which dissonance may or may not be experienced. Emotional labour is said to be unpleasant for the employee as it stimulates personal expression while organisation norms are also being implied (Morris & Feldman, 1996). Displaying unfelt emotion as the core of emotional dissonance has negative consequences due to the feelings of alienation from one's true self when engaging in emotional labour. Emotional dissonance has also been said to be a type of role conflict which has been linked to emotional exhaustion (Lewig & Dollard, 2003; Morris & Feldman, 1996). In

addition to this, emotional dissonance is a consequence of negatively evaluating emotional experiences as a threat to one's identity (Jansz & Timmers, 2002). Evaluating emotional labour as a threat to individual identity (Ashforth & Humphrey, 1993) is an entirely separate field of study in itself, and is consistent with the perspective of emotional dissonance as an outcome of emotional labour. Considering emotional labour in such a light contributes to the understanding operationalization of emotional dissonance. A study that looked into the negative job outcomes of emotional labour and evaluated the mediating role of emotional dissonance (Van Dijk & Brown, 2006). Display rules are said to exist when organisations have implicit or explicit display guidelines in order to govern and direct employee behaviour in successfully performing roles in an organizationally desired manner. These rules are known as emotional display rules and are used by workers to guide their emotional display when engaging in activities to achieve organisational objectives such as a service encounter (Schaubroeck & Jones, 2002). A service encounter is defined as "a transaction between two or more parties, one representing the customer and the other as the organisation" (Schaubroeck & Jones, 2002). When complying with organisational expectations, there is an attached sense of obligation. Promises of rewards or even threats support the imposition of display rules (Hochschild, 1983). Threats may come in the form of demotion or termination of employment when there is failure to conform to such expectations. Rewards may take the shape of a financial bonus for goal achievement, (e.g. sales targets) or promotion (Hochschild, 1983; Kruml & Geddes, 2000). The more rigid and imposing these display rules are the greater sense of obligation and inflexibility for individual expression of emotion. This is particularly the case when the emotional display required and those emotions felt by the employee, are incongruent (Grandey, 2000). Display rules are important when considering emotional labour, as they have been argued as leading emotional dissonance. Emotional dissonance is a 'disturbing disequilibrium' between expressed and experienced emotion.

1.3. Emotional Dissonance among IT Professionals

The IT industry has become one of the most popular industries in the world and it is in the phase of transforming the world to the next generation from a slow moving bureaucratic economy to a land of innovation. The transformation has been so drastic that no other field in the world is independent without the help of information technology. Today's Information Technology professionals are required to be multitalented with knowledge in more than one specific skill. IT workers need to be in frequent touch with their customers and has to think from the customer's point of views. IT professionals are expected to manage their emotions to obtain a facial and physical expression that is neutral, solid, and controlled. For IT sector increasing work exhaustion, percentage of turnover is among the basic challenges they face today (Aşkun, 2007). Recent studies have differentiated various dimensions of emotion work while most of them comprise the frequency of emotion expression and emotional dissonance (Brotheridge & Grandey, 2002; Bussing & Glaser, 1999). Due to these reasons, pressurized deadlines, personal conflicts, etc. they are susceptible to emotional dissonance. Emotions and emotional displays have become an important focus of organizational research. IT Employees need to engage in a certain degree of emotion in order to generate the appropriate feelings (Conger and Kanungo, 1988, Lashley, 1999) and to follow the required display rules (Hochschild, 1983; Ashforth and Humphrey, 1993; Morris and Feldman, 1996a; Grandey, 2000).

1.4. Work Exhaustion in the IT Environment

Although exhaustion can occur in various work environments, the popular press and the research literature suggest that technology professionals are particularly vulnerable, A special report on burnout in InformationWeek (McGee 1996) proposed that virtual office technology (e.g., home PCs and laptops with modems, faxes, beepers, and cellular phones) and a greater-than-ever demand to keep up with changes in technology contribute to a problem of burnout among technology professionals. Another IT periodical (Fischer 1998) recently reported results of a survey of 1,180 networking professionals in which 94% of respondents indicated they work in deadline or crisis mode at least some of the time (12% indicated "always," 50% "often," 32% "sometimes," 6% "rarely," and 0% "never"), In addition, 84% of the respondents reported that they bring work home or work nights and weekends at least some of the time (15% indicated "always,"

39% "often," 30% "sometimes," 14% "rarely." and 2% "never"). One network administrator provided a vivid illustration of his work environment: "I've tried to get my boss to change deadlines.., [but] it doesn't work, I go in to talk and end up getting two or three more jobs, without ever resolving the original issue" (Fischer 1998, p, 59). Moreover, IT workers are expected to keep technologies working and computer applications functioning around the clock in organizations, Workers can be on call 24 hours a day, seven days a week. The InformationWeek article quotes a systems programmer describing his work situation: You're expected to keep your beeper on and make yourself available on weekends in case there's a problem….Even when you're going on vacation, the boss wilt say. Leave us your number in case something comes up.' (McGee 1996) Technology is so widespread and vitally important in organizations that an IT professional providing technical support can feel overwhelmed by demands. A systems administrator, interviewed in the Information Week article, noted: "I can't even go into the tidies' room without someone asking me about their printer." In addition to reports in the practitioner press, IS researchers examining the work environment of technology professionals have found evidence of antecedents to exhaustion. Numerous studies have reported evidence of work overload, role ambiguity, and rote conflict (eg. Bostrom 1981; Goldstein and Rockart 1984; Ivancevich et al, 1983; Li and Shani 1991; Sethi et al, 1999; Weiss 1983), It has been suggested that IS professionals in many organizations are continually asked to take on impossible workloads and deadlines (Bartol and Martin 1982). Indeed, work overload and insufficient time to complete work have been reported as common occurrences in the work environments of IS professionals (Ivancevich et al. 1983), Further evidence is found in a field study of 109 IS managers in which work overload was reported to be the major source of perceived work stress, followed by role conflict and rote ambiguity (Li and Shani 1991). A contributing factor to the occurrence of role conflict and role ambiguity appears to be the boundary spanning activities often required of technology professionals. One study found that significant variance in role conflict was explained by the degree to which IS personnel were involved in boundary spanning roles (Baroudi 1985) similarly, another study reported a significant relationship between boundary spanning activities and role ambiguity (Guimaraes and Igbaria 1992). IS researchers also report that technology professionals experience symptoms commonly associated with work exhaustion. Stress-related symptoms reported by IS managers include feeling restless and unable to concentrate, feeling irritable and tense, feeling tired and having low energy (Weiss 1983). In preliminary data on 69 professionals who had worked in IS for at least 20 years and were currently holding expert or manager positions in IS, it was found that approximately one-fourth of the subjects: felt used up at the end of the work day, felt fatigued when they got up in the morning to face another day on the job. And felt they were working too hard on their job (Kalimo and Toppinen 1995). In summary, the IS research literature, coupled with informal surveys and anecdotal evidence from the practitioner press, provides strong evidence that antecedents to exhaustion are present in the work environments of technology professionals. Furthermore, the practitioner literature and IS research provide evidence of technology professionals experiencing symptoms commonly associated with exhaustion. For these reasons, work exhaustion is believed to be occurring among IT professionals. Given the correlation between exhaustion and turnover evidenced in the management literature, work exhaustion in technology professionals is particularly worthy of investigation because it may be contributing to increased turnover among these workers.

1.5. Work Exhaustion and Turnover Intention

Emotional exhaustion refers to as the sense of being tired and exhausted emotionally due to one's employment (Maslach and Jackson, 1981). Work exhaustion is one of burnout's indicators which causes by job related factors. Some job related factors are work load, role ambiguity, role conflict, job autonomy and reward (Moore, 2000). Researchers also argued that work exhaustion as a dimension of burn out will reduced job satisfaction (Maslach and Jackson, 1981), reduced self-esteem, reduced organizational commitment (Sethi et al., 2004), increased turnover (Ahuja et al., 2007; Saragih, 2009), and reduced personal accomplishment (Moore, 2002. Almost all previous study identified that technology professionals experiencing higher levels of work exhaustion reported lower levels of job satisfaction and higher intentions to leave organization. Although individual differences may also influence the occurrence of work exhaustion,

research has shown that job factors to be the key predictors (Maslach and Schaufeli, 1993). Therefore, this research focus on some job related factor that lead to work exhaustion.

2. OBJECTIVES OF THE STUDY

- To analyze how emotional dissonance influence work exhaustion amongst IT professionals.
- To analyze how perceived workload, role ambiguity, role conflict, autonomy, fairness of rewards are influencing work exhaustion amongst IT professionals.
- To analyze how work exhaustion influence turnover intention amongst IT professionals.

3. POPULATION AND SAMPLE

This study used 149 IT Professionals in Coimbatore district. Multistage sampling is used as sampling methods so several criteria was applied to this research. Criteria used in this research were the respondent should have been work for 3 months. The questionnaires were distributed directly to respondent and also via e-mail.

4. VARIABLES' MEASURE

Table 1 Measurement of Variables

Measurement Items	
Constructs	**Source of Measures**
Negative emotional dissonance	Schaubroeck and Jones scale (2000)
Positive emotional dissonance	Schaubroeck and Jones scale (2000)
Perceived workload	Kirmeyer and Dougherty 1988Moore 2000a
Role ambiguity	Rizzo, House, and Lirtzman 1970 Moore 2000a
Role conflict	Rizzo, House, and Lirtzman 1970 Moore 2000a
Autonomy	McKnight 1997
Fairness of rewards	Niehoff and Moorman 1993 Moore 2000a
Work exhaustion	Schaufeli, Leither, and Kalimo 1995Moore 2000a
Job satisfaction	McKnight 1997
Turnover intention	Moore 2000a

5. DATA ANALYSIS

Table 2 presents respondents characteristics. The average of respondents was 58.5% male, and which is dominated by 31 - 35 years old. Furthermore, 41.1 % respondent was undergraduate degree, and 44.7 % respondents was Middle level. The respondents have been experienced with the companies for 4 - 6 years.

Table 2 Respondents Characteristics

Demographic Variables	Criterion	Frequency	Percentage
Gender	Male	144	58.5
	Female	102	41.5
Age	Below 25	33	13.4
	26 – 30	53	21.5
	31 – 35	105	42.7
	36 – 40	28	11.4
	Above 41	27	11
Educational Background	Diploma	42	17.1
	Under Graduate	65	26.4
	Post Graduate	101	41.1
	Others	38	15.4

Designation	Senior Level	76	30.9
	Middle Level	110	44.7
	Junior Level	60	24.4
Experience (in years)	Below 1 year	36	14.6
	1 – 3	38	15.4
	4 – 6	85	34.6
	7 – 9	46	18.7
	Above 10	41	16.7

Source: Data Analysis

Table 3 presents reliability test. Cronbach's Alpha coefficients were used to estimate the reliability of each item on questionnaire. According to Hair et al. (2006) items with Cronbach's Alpha 0.6 or greater is threshold to accept.

Table 3 Reliability of scales

Reliability statistics	
No. of items	**Cronbach's alpha**
39	0.834

Table 4 and 5 presents Multiple Regression Analysis. Multiple regressions would be helpful in eliciting the functional relationship between the emotional dissonance and IT professionals.

Table 4 Influence of Perceived Workload, Role ambiguity, Role conflict, Autonomy, Fairness of Rewards and Work Exhaustion among IT professionals

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
0.607[a]	0.368	0.355	2.85749	27.968	0.000*
Predictors: (Constant) Fairness of rewards, Role conflict, Autonomy, Role ambiguity, Perceived Workload					

*Significant at 5% level

From the above table it is inferred that the model has R^2 value of 0.36 thus implying that Perceived Workload, Role ambiguity, Role conflict, Autonomy, Fairness of Rewards contribute 36% of IT Professionals' work exhaustion integrated in the model. R value of 0.607 shows moderate and significant relationship (F=27.96) between Perceived Workload, Role ambiguity, Role conflict, Autonomy, Fairness of Rewards and Work Exhaustion. The variables taken in the model explain around thirty six percent of the variations and the model emerged a best fit.

Table 5 Multiple Regression results between Perceived Workload, Role ambiguity, Role conflict, Autonomy, Fairness of Rewards and Work Exhaustion among IT Professionals.

Constructs	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**T**	**Sig.**
(Constant)	2.676	1.424	--	1.880	0.061
PWL	0.635	0.072	0.544	8.834	0.000*
RA	-0.327	0.085	-0.207	-3.862	0.000*
RC	0.151	0.060	0.151	2.514	0.013*
AUT	-0.012	0.048	-0.013	-0.247	0.805
FAIR	0.217	0.096	0.124	2.269	0.024*

*Significant at 5% level

PWL = Perceived Workload, RA = Role ambiguity, RC = Role conflict, AUT = Autonomy,   FAIR = Fairness of Rewards

The above table shows the multiple regression results of the relationship between the five factors and work exhaustion. Form the table it could be inferred that the perceived workload, Role ambiguity, Role conflict and fairness of rewards influences the work exhaustion. The regression values are found to be significant. Using multiple regression analysis, the results showed that perceived work load, role ambiguity, role conflict and fairness of rewards significantly affect work exhaustion. And autonomy does not influence the work exhaustion. Autonomy is one of the important characteristics for IT professionals but sometimes they can't use the autonomy due to organization's standards, rules, and customer's specifics demand. Also need to understand that perceived workload can directly affect IT professionals' work exhaustion. Role conflict is a problem for IT professionals because they have to interact with different groups of people, customers, and face unrealistic demand for non-technical user or end users. The IT professionals who experience high role conflict will experience high work exhaustion level due to contrast roles carried out by them. Also the IT professionals who experience high role ambiguity will experience high work exhaustion level and those with high Fairness of Rewards will experience low Work Exhaustion.

Table 6, 7, 8 and 9 presents Simple Regression Analysis**.**

Table 6 Influence of Work Exhaustion on Turnover Intention among IT Professionals

Model Summary					
R	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**F**	**Sig**
0.474[a]	0.225	0.222	3.13843	70.880	0.000*
Predictors: (Constant) Turnover Intention					

*Significant at 5% level

From the above table it is inferred that the model has R^2 value of 0.22 thus implying that work exhaustion contribute 22% of IT Professionals' Turnover Intention integrated in the model. R value of 0.474 shows a moderate and significant relationship (F=70.880) between work exhaustion and IT professionals Turnover intention, the variables taken in the model explain twenty two percent of the variations and the model has emerged as fit.

Table 7 Influence of Emotional Dissonance on Work Exhaustion among IT Professionals

Model Summary					
R	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**F**	**Sig**
0.793[a]	0.629	0.627	2.61424	412.885	0.000*
Predictors: (Constant) Work Exhaustion					

*Significant at 5% level

From the above table it is inferred that the model has R^2 value of 0.62 thus implying that emotional dissonance contribute 62% of IT Professionals' work exhaustion integrated in the model. R value of 0.793 shows a moderate and significant relationship (F = 412.885) between Emotional Dissonance on Work Exhaustion among IT professionals, the variables taken in the model explain sixty two percent of the variations and the model has emerged as fit.

Table 8: Influence of Job Satisfaction on Turnover Intention among IT Professionals

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
0.071[a]	0.005	0.001	1.56015	1.226	0.269
Predictors: (Constant) Job Satisfaction					

*Significant at 5% level

From the above table it is inferred that the model has R^2 value of 0.005 thus implying that Job satisfaction does not contribute IT Proifessionals' Turnover Intention integrated in the model. R value of 0.071 does not show a moderate and significant relationship (F = 1.226) between Job Satisfaction and Turnover Intention among IT professionals. This implying that the variable taken in the model explains miss fit.

Table 9: Influence of Emotional Dissonance on Turnover Intention among IT Professionals

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
0.394[a]	0.155	0.152	3.94271	44.796	0.000*
Predictors: (Constant) Turnover Intention					

*Significant at 5% level

From the above table it is inferred that the model has R^2 value of 0.15 thus implying that emotional dissonance contribute 15% of IT Professionals' Turnover intention integrated in the model. R value of 0.394 shows a moderate and significant relationship (F = 44.796) between Emotional Dissonance on Turnover intention among IT professionals, the variables taken in the model explains fifteen percent of the variations and the model has emerged as fit.

6. DISCUSSION

- It is evident from the multiple regression analysis results of the relationship that the perceived workload, Role ambiguity, Role conflict and fairness of rewards influence the work exhaustion. The regression values are found to be significant. Using multiple regression analysis, the results showed that perceived work load, role ambiguity, role conflict and fairness of rewards significantly affect work exhaustion. And autonomy does not influence the work exhaustion. Autonomy is one of the important characteristics for IT professionals but sometimes they can't use the autonomy due to organization's standards, rules, and customer's specifics demand. Also need to understand that perceived workload can directly affect IT professionals' work exhaustion. Role conflict is a problem for IT professionals because they have to interact with different groups of people, customers, and face unrealistic demand for non-technical user or end users. The IT professionals who experience high role conflict will experience high work exhaustion level due to contrast roles carried out by them. Also the IT professionals who experience high role ambiguity will experience high work exhaustion level and those with high Fairness of Rewards will experience low Work Exhaustion.

- It is evident from the simple regression analysis results of the relationship between work exhaustion and turnover intention of IT professionals, emotional dissonance and work exhaustion of IT professionals and emotional dissonance and turnover intention of IT professionals are found to be significant. Job satisfaction and turnover intention of IT professionals is not significant. Job satisfaction does not seem to influence the Turnover Intention of the IT workers.

7. CONCLUSION

It can be concluded that both negative and positive emotional dissonance influenced IT professionals' work exhaustion, which reduced job satisfaction and ultimately increased turnover intention. This result support previous study by McGee (1996); Moore (2000) and Ahuja et al. (2007) were found that technology professionals experiencing higher levels of work exhaustion reported lower levels of job satisfaction and higher intentions to leave organization. When they experiencing high work exhaustion level, the first things considered is leaving job (Ahuja et al. 2007). The study by GFI Software (2012) also revealed that 57 percent of IT specialists are considering leaving their jobs due to workplace stress, a drop of 10 percentage points from 2012. Overall, 67 percent of IT administrators consider their jobs stressful, down slightly from 69 percent in 2012 (Brooks, 2013).IT professionals become exhausted due to work overworked like pressurized targets, day-to-day task completion and organization-critical systems. Unless adequate steps are taken to safeguard the IT professionals from this pressure filled job, it could hit their emotions and suppress them. Higher level authorities in IT field should be aware of not only role stressors like role conflict and role ambiguity, but also the incremental tension that emotional dissonance can produce. This study unveils the importance of emotional dissonance in understanding the work exhaustion and turnover intention of IT professionals.

REFERENCES

[1]   Abraham, R. (1998). Emotional dissonance in organizations: antecedents, consequences, and moderators. *Genetic, Social, and General Psychology Monographs*, *124*, 229–246.

[2]   Abraham, Rebecca. (1999). Emotional dissonance in organizations: conceptualizing the roles of self-esteem and job-induced tension. *Leadership & Organization Development Journal*. doi:10.1108/01437739910251152

[3]   Abraham, R. (1999b). The impact of emotional dissonance on organizational commitment and intention to turnover. *The Journal of Psychology*, *133*, 441–455. doi:10.1080/00223989909599754

[4]   Ahuja, M. K., Chudoba, K. M., Kacmar, C. J., Mcknight, D. H., & George, J. F. (2007). IT Road Warriors: Balancing Work-Family Conflict, Job Autonomy, and Work Overload to Mitigate Turnover Intentions. *MIS Quarterly*, *31*, 1–17. Doi: Article

[5]   Côté, S., & Morgan, L. M. (2002). A longitudinal analysis of the association between emotion regulation, job satisfaction, and intentions to quit. *Journal of Organizational Behavior*, *23*, 947–962. doi:10.1002/job.174

[6]   Celik, D. A., & Oz, E. U. (2011). The effects of emotional dissonance and quality of work life perceptions on absenteeism and turnover intentions among Turkish call center employees. In *Procedia - Social and Behavioral Sciences* (Vol. 30, pp. 2515–2519). doi:10.1016/j.sbspro.2011.10.491

[7]   Diestel, S., & Schmidt, K.-H. (2011). Costs of simultaneous coping with emotional dissonance and self-control demands at work: results from two German samples. *The Journal of Applied Psychology*, *96*, 643–653. doi:10.1037/a0022134

[8]   Ford, V. F., Swayze, S., & Burley, D. L. (2013). An Exploratory Investigation of the Relationship between Disengagement, Exhaustion and Turnover Intention among IT Professionals Employed at a University. *Information Resources Management Journal*, *26*, 55–68. doi:10.4018/irmj.2013070104

[9]   Grandey, A. A. (2000). Emotion regulation in the workplace: a new way to conceptualize emotional labor. *Journal of Occupational Health Psychology*, *5*, 95–110. doi:10.1037/1076-8998.5.1.95

[10]   Golden, T. D. (2006). Avoiding depletion in virtual work: Telework and the intervening impact of work exhaustion on commitment and turnover intentions. *Journal of Vocational Behavior*, *69*, 176–187. doi:10.1016/j.jvb.2006.02.003

[11]   Grandey, A. A., Kern, J. H., & Frone, M. R. (2007). Verbal abuse from outsiders versus insiders: comparing frequency, impact on emotional exhaustion, and the role of emotional labor. *Journal of Occupational Health Psychology*, *12*, 63–79. doi:10.1037/1076-8998.12.1.63

[12] Glissmeyer, M., Bishop, J. W., & Fass, R. D. (2007). Role conflict, role ambiguity, and intention to quit the organization: the case of law enforcement officers. In *38th Southwest Decision Sciences Institute Annual Conference* (pp. 458–469).

[13] Hochschild, A. R. (1979). Emotion Work, Feeling Rules, and Social Structure. *American Journal of Sociology*. doi:10.1086/227049

[14] Igbaria, M., & Siegel, S. R. (1992). The reasons for turnover of information systems personnel. *Information & Management*. doi:10.1016/0378-7206(92)90014-7

[15] Joseph, D., Ng, K.-Y., Koh, C., & Ang, S. (2007). Turnover of information technology professionals: a narrative review, meta-analytic structural equation modeling, and model development. *MIS Quarterly*, *31*, 547–577. doi:10.1073/pnas.142165999

[16] Judeh, M. (2011). An Examination of the Effect of Employee Involvement on Teamwork Effectiveness: An Empirical Study. *International Journal of Business and Management*, *6*, 2011. doi:10.5539/ijbm.v6n9p202

[17] Kim, S., & Wright, B. (2007). IT employee work exhaustion. *Review of Public Personnel Administration*, *27*, 147–170.

[18] Kim, S., & Wright, B. E. (2007). IT Employee Work Exhaustion: Toward an Integrated Model of Antecedents and Consequences. *Review of Public Personnel Administration*. doi:10.1177/0734371X06290775

[19] Kim, H., & Stoner, M. (2008). Burnout and Turnover Intention among Social Workers: Effects of Role Stress, Job Autonomy and Social Support. *Administration in Social Work*. doi:10.1080/03643100801922357

[20] Kumar, R., Ramendran, C., & Yacob, P. (2012). A Study on Turnover Intention in Fast Food Industry : Employees, Fit to the Organizational Culture and the Important of their Commitment. *International Journal of Academic Research in Business and Social Sciences*, *2*, 9–42.

[21] Liou, K. T. (1998). Employee turnover intention and professional orientation: a study of detention workers. *Public Administration Quarterly*, *22*, 161–175.

[22] Lewig, K. A., & Dollard, M. F. (2003). Emotional dissonance, emotional exhaustion and job satisfaction in call centre workers. *European Journal of Work and Organizational Psychology*. doi:10.1080/13594320344000200

[23] Leiter, M. P., & Maslach, C. (2009). Nurse turnover: The mediating role of burnout. *Journal of Nursing Management*, *17*, 331–339. doi:10.1111/j.1365-2834.2009.01004.x

[24] Morris, J. A., & Feldman, D. C. (1996). The dimensions, antecedents, and consequences of emotional labor. *Academy of Management Review*. Doi:10.5465/AMR.1996.9704071861

[25] Morris, J. A., & Feldman, D. C. (1997). Managing emotions in the workplace. *Journal of Managerial Issues*, *9*, 257–274.

[26] Moore, J. E. (2000). Why is this happening? A causal attribution approach to work exhaustion consequences. *Academy of management review*. Doi:10.5465/amR.2000.3312920

[27] Phillips, B., Tan, Thomas Tsu Wee, & Julian, Craig. (2006). The theoretical underpinnings of emotional dissonance: a framework and analysis of propositions. *Journal of Services Marketing*. doi:10.1108/08876040610704900

[28] Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role Conflict and Ambiguity in Complex Organizations. *Administrative Science Quarterly*, *15*, 150–163. doi:10.2307/2391486

[29] Rutner, P. S., Rutner, P. S., Hardgrave, B. C., Hardgrave, B. C., McKnight, D. H., & McKnight, D. H. (2008). Emotional Dissonance and the Information Technology Professional. *MIS Quarterly*, *32*, 635–652. doi: Article

[30] Rutner, P., Riemenschneider, C., O'Leary-Kelly, A., & Hardgrave, Bi. (2010). Work exhaustion in information technology professionals. *ACM SIGMIS Database*. doi:10.1145/1952712.1952718

[31] Schulz, J., & Auld, C. (2006). Perceptions of Role Ambiguity by Chairpersons and Executive Directors in Queensland Sporting Organisations. *Sport Management Review*, *9*, 183–201. doi:10.1016/S1441-3523(06)70025-0

[32]   Shih, S. P., Jiang, J. J., Klein, G., & Wang, E. (2011). Learning demand and job autonomy of IT personnel: Impact on turnover intention. *Computers in Human Behavior*, *27*, 2301–2307. doi:10.1016/j.chb.2011.07.009

[33]   Shih, S. P., Jiang, J. J., Klein, G., & Wang, E. (2013). Job burnout of the information technology worker: Work exhaustion, depersonalization, and personal accomplishment. *Information and Management*, *50*, 582–589. doi:10.1016/j.im.2013.08.003

[34]   Thatcher, J. B., Stepina, L. E. E. P., & Boyle, R. J. (2002). Turnover of information technology workers: Examining empirically the influence of attitudes, job characteristics, and external markets. *Journal of Management Information Systems*, *19*, 231–261. doi:10.2307/40398599.

[35]   N. Kamakshi Priya and Dr. M. Kalyana Sundaram, A Study on Relationships Among Job Satisfaction, Organizational Commitment and Turnover Intention In Kolors Healthcare India Pvt ltd, Chennai. International Journal of Advanced Research in Management, 7(1), 2016, pp. 58–71.

[36]   Dr. R. Gopinath, A Study on Performance Management In BSNL with Special Reference To Job Satisfaction In Three Different SSAS Using Modeling. International Journal of Management, 7(5), 2016, pp.43–51.

[37]   Dr. M. Parveen and Ms. Shabnam. A Study on Employee Job Satisfaction In Bharat Heavy Electricals Limited (BHEL), Tiruchirappalli. International Journal of Management, 7(2), 2016, pp. 795-801.

[38]   Dr. M. Muthu, Mr. N. Seeni Mohamed and Dr. K. Senthilnayagam. Job Satisfaction, Theories, Consequences, Strategies, and their Attributes in Libraries: An Overview. International Journal of Management, 7(2), 2016, pp.237-246.

[39]   Walter, Z., & Lopez, M. S. (2008). Physician acceptance of information technologies: Role of perceived threat to professional autonomy. *Decision Support Systems*, *46*, 206–215. doi:10.1016/j.dss.2008.06.004

[40]   Wegge, J., Dick, R. Van, & Bernstorff, C. von. (2010). Emotional dissonance in call centre work. *Journal of Managerial Psychology*. Doi: 10.1108/02683941011056950.